Year-End Index—Volume 6, 1987

A

Almen, Jeff. "CFC—A New Kid on the Block?" in "Diversification in Borrowing: Banks to Bank On." *An experienced rural electric lender is making plans to offer financial services to rural telephone systems.* (Spring, no. 2).

Arrington, Roland. "Comparing the NTCA R&S Program to Other Pension Plans: Some Questions to Ask About Retirement Security." (Winter, no. 1).

Astley, Maurice. "An Active Agenda in Oregon" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 3).

Austad, Alan. "Electrics in Telecommunications?" (Winter, no. 1).

------. "North Dakota Regulatory Policies Parallel Federal Trends" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 3).

B

Bell, Diane. "New Provisions for the Tax Reform Act of 1986." *Although only a year old, the tax act is up for some revisions. Rep. Dorgan and Sens. Daschle and Conrad hope to pass legislation that would favorably affect telephone cooperatives.* (Fall, no. 4).

Blair, Richard. "Tennessee Succeeds in Helping the Hearing-Impaired" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 3).

Bloomfield, Shirley. "Battle of the Budget—FY 1988." *Since the beginning of the year, Congress and the administration have engaged in a fiscal duel over a federal spending plan. At stake for rural America is the vital REA program.* (Summer, no. 3).

Brunner, Michael E. "The Independent Telephone Industry—Today and Tomorrow." *No matter one's perspective, we must not overlook the one-to-one relationship between small telcos and the strength of the communities they serve. NTCA's executive vice president peers into the future and offers some strategies for success for rural telephony.* (Fall, no. 4).

Buckley, Linda. "The Status of Interexchange Competition: Third Down and a Long Way to Go." *Far from the dream of a "level playing field," long-distance players continue to battle the confusion of equal access and the uncertainty of Bell company participation.* (Winter, no. 1).

C

Campbell, Jo. "A Telecommunications Industry in Transition: Does Regulation Meet the Challenge in Texas?" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 3).

Cassidy, Jack. "Tailored Financing May Benefit Small Telcos" in "Diversification in Borrowing: Banks to Bank On." *The Banks for Cooperatives have designed programs for refinancing high-cost debt, for financing subsidiaries and acquisitions, and for leasing.* (Spring, no. 2).

Corman, William F. "Should Commercial Telcos Go Public?" *Growth and escalating company value require small, privately-owned corporations to take a hard look at themselves.* (Winter, no. 1).

Cosson, David. "Costs and Benefits of Deregulation for Small Telephone Companies: A Dilemma Wrapped in a Paradox." *As the telecommunications debate threatens to push the industry "Back to the Future," small telcos must seek ways to preserve universal service.* (Spring, no. 2).

D

Daniel, Paul G. "Competition and Deregulation Also Mean New Risks and Liabilities." *The telecommunications industry is painfully aware of the big-ticket consequences of deregulation and competition. But the demise of the new regulated monopoly also may lead to new risks.* (Winter, no. 1).

Dennis, Patricia Diaz. "Modifying the *Modified Final Judgment*—Removing the Barnacles." *The newest member of the FCC offers her thoughts on the Huber report and the line-of-business restrictions on the Bell operating companies.* (Spring, no. 2).

Dickens, Benjamin H. "Fighting Hostile Takeovers: A Regulatory Perspective." *In the uncertainty surrounding the status of the Modification of Final Judgment, independent telcos must guard against Bell-related takeover threats.* (Summer, no. 3).

Dority, Larry W. "Missouri: 1987—A Year of Transition." (Fall, no. 4).

Downen, Jay T. "Montana Profits from Cooperation Between Rural Telcos and Electrics" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 3).

Drialo, Denise M. "A Vanguard for Change: Regulatory Activity in Selected States" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 2).

F

Flanigan, Joseph M.; Watkins, Steven. "The Technology and Application of SS7: The Future is Now." *The emergence of Signaling System 7 has begun telecommunications' journey to the "network of the future."* (Fall, no. 4).

Frye, Ralph. "Virginia Regulatory Climate Proves Favorable to Small Telcos" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 3).

G

Gordy, Gary A. "NRTC: A Bridge Between Rural Electric and Telephone Systems; A Bridge to the Future." (Winter, no. 1).

H

Hirshberg, Janet L. "Fast Forward—A Preview of NTCA's 33rd Annual Meeting in Orlando." (Winter, no. 1).

Hoglund, Leif. "Unique Carrier System Helps Rural Telco Upgrade Service." *NTCA member Topsham Telephone Company brings a piece of Silicon Valley to the Waits River area of Vermont.* (Summer, no. 3).

House, Harry R. "Risk Management: Techniques to Preserve Assets and Earning Power." (Winter, no. 1).

------. "Safety: How is Your Attitude Adjustment?" (Spring, no. 2).

------. "Underground Time Bombs: The Problem of Leaking Storage Tanks." (Summer, no. 3).

Year-End Index—Volume 6, 1987

A

Almen, Jeff. "CFC—A New Kid on the Block?" in "Diversification in Borrowing: Banks to Bank On." *An experienced rural electric lender is making plans to offer financial services to rural telephone systems.* (Spring, no. 2).

Arrington, Roland. "Comparing the NTCA R&S Program to Other Pension Plans: Some Questions to Ask About Retirement Security." (Winter, no. 1).

Astley, Maurice. "An Active Agenda in Oregon" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 3).

Austad, Alan. "Electrics in Telecommunications?" (Winter, no. 1).

------. "North Dakota Regulatory Policies Parallel Federal Trends" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 3).

B

Bell, Diane. "New Provisions for the Tax Reform Act of 1986." *Although only a year old, the tax act is up for some revisions. Rep. Dorgan and Sens. Daschle and Conrad hope to pass legislation that would favorably affect telephone cooperatives.* (Fall, no. 4).

Blair, Richard. "Tennessee Succeeds in Helping the Hearing-Impaired" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 3).

Bloomfield, Shirley. "Battle of the Budget—FY 1988." *Since the beginning of the year, Congress and the administration have engaged in a fiscal duel over a federal spending plan. At stake for rural America is the vital REA program.* (Summer, no. 3).

Brunner, Michael E. "The Independent Telephone Industry—Today and Tomorrow." *No matter one's perspective, we must not overlook the one-to-one relationship between small telcos and the strength of the communities they serve. NTCA's executive vice president peers into the future and offers some strategies for success for rural telephony.* (Fall, no. 4).

Buckley, Linda. "The Status of Interexchange Competition: Third Down and a Long Way to Go." *Far from the dream of a "level playing field," long-distance players continue to battle the confusion of equal access and the uncertainty of Bell company participation.* (Winter, no. 1).

C

Campbell, Jo. "A Telecommunications Industry in Transition: Does Regulation Meet the Challenge in Texas?" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 3).

Cassidy, Jack. "Tailored Financing May Benefit Small Telcos" in "Diversification in Borrowing: Banks to Bank On." *The Banks for Cooperatives have designed programs for refinancing high-cost debt, for financing subsidiaries and acquisitions, and for leasing.* (Spring, no. 2).

Corman, William F. "Should Commercial Telcos Go Public?" *Growth and escalating company value require small, privately-owned corporations to take a hard look at themselves.* (Winter, no. 1).

Cosson, David. "Costs and Benefits of Deregulation for Small Telephone Companies: A Dilemma Wrapped in a Paradox." *As the telecommunications debate threatens to push the industry "Back to the Future," small telcos must seek ways to preserve universal service.* (Spring, no. 2).

D

Daniel, Paul G. "Competition and Deregulation Also Mean New Risks and Liabilities." *The telecommunications industry is painfully aware of the big-ticket consequences of deregulation and competition. But the demise of the new regulated monopoly also may lead to new risks.* (Winter, no. 1).

Dennis, Patricia Diaz. "Modifying the *Modified Final Judgment*—Removing the Barnacles." *The newest member of the FCC offers her thoughts on the Huber report and the line-of-business restrictions on the Bell operating companies.* (Spring, no. 2).

Dickens, Benjamin H. "Fighting Hostile Takeovers: A Regulatory Perspective." *In the uncertainty surrounding the status of the Modification of Final Judgment, independent telcos must guard against Bell-related takeover threats.* (Summer, no. 3).

Dority, Larry W. "Missouri: 1987—A Year of Transition." (Fall, no. 4).

Downen, Jay T. "Montana Profits from Cooperation Between Rural Telcos and Electrics" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 3).

Drialo, Denise M. "A Vanguard for Change: Regulatory Activity in Selected States" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 2).

F

Flanigan, Joseph M.; Watkins, Steven. "The Technology and Application of SS7: The Future is Now." *The emergence of Signaling System 7 has begun telecommunications' journey to the "network of the future."* (Fall, no. 4).

Frye, Ralph. "Virginia Regulatory Climate Proves Favorable to Small Telcos" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 3).

G

Gordy, Gary A. "NRTC: A Bridge Between Rural Electric and Telephone Systems; A Bridge to the Future." (Winter, no. 1).

H

Hirshberg, Janet L. "Fast Forward—A Preview of NTCA's 33rd Annual Meeting in Orlando." (Winter, no. 1).

Hoglund, Leif. "Unique Carrier System Helps Rural Telco Upgrade Service." *NTCA member Topsham Telephone Company brings a piece of Silicon Valley to the Waits River area of Vermont.* (Summer, no. 3).

House, Harry R. "Risk Management: Techniques to Preserve Assets and Earning Power." (Winter, no. 1).

------. "Safety: How is Your Attitude Adjustment?" (Spring, no. 2).

------. "Underground Time Bombs: The Problem of Leaking Storage Tanks." (Summer, no. 3).

K

Kitchen, Will. "Telcos and Schools: Partners in Progress." *With the use of new technology, cooperation between small telephone companies and local school districts can lead to economic development in rural America.* (Winter, no. 1).

L

Lehner, J. Christopher. "And the Child Grew: The Life and Times of Lincolnville Telephone Company." *A new NTCA member, nestled in the northeast corner of the United States, recently celebrated its 83rd birthday. Manager Shirley Manning has some rich heritage to guide her.* (Summer, no. 3).

------, ed. "Fast Forward—Fast Friends, NTCA's 33rd Annual Meeting." (Spring, no. 2).

------. "Praising Minnesota: Life in the Land of 10,000 Lakes." *Through the efforts of NTCA member managers and the people of Minnesota, an NTCA staffer discovered that old and new blend together in rural America not only to improve telecommunications, but also to enhance the quality of life.* (Summer, no. 3).

------. "Satellite Technology in Rural America: The Launching of NRTC." *Rural electric co-ops and their national organizations have embarked on an ambitious project to blast rural America full-thrust into the satellite age.* (Winter, no. 1).

M

Meyer, Brian B. "Hostile Corporate Takeovers: A New Threat for Telephone Cooperatives." *Just when telephone co-ops thought it was safe to enter deregulated waters, along come sharks and black knights. A co-op attorney explains what needs to be done to elude the jaws of hostile corporate takeovers.* (Winter, no. 1).

Michaels, Mark. "Putting Performance Management to the Test." (Fall, no. 4).

Murphy, Le Roy J.; Nousaine, Thomas A. "Capital Recovery: A Big Deal for Small Telcos." *In this postdivestiture era of upheaval, small telephone companies and cooperatives must look beyond rate designs for financial advantages.* (Winter, no. 1).

N

Norton, Marlee R. "The FCC Links Up With Lost River." *Commissioner Patricia Diaz Dennis and key staff members discovered first-hand what it's like to keep a small, rural telco up and running in the face of everything from deregulation to hunting season.* (Fall, no. 4).

Nowick, Michael. "Minnesota Telephone Industry to Undergo 'Regulatory Reform'" in "State Roundtable: The Shifting Focus of Telecommunications Regulation and Legislation." (Summer, no. 3).

P

Pankow, Janet. "Answering the B&C Call." *While competitive long-distance carriers may not have reached rural America, the deregulation of billing and collection services means one more procedural headache for small telcos.* (Winter, no. 1).

Panzar, John C. "The Continuing Role for Franchise Monopoly in Rural Telephony." *One economist holds that rural telecommunications service depends on the franchise monopoly. It will ensure universal service and an economically efficient telephone network.* (Summer, no. 3).

Precourt, Ron. "Great Things in the Badlands: The Board of Directors Seminar." (Fall, no. 4).

------. "Souris River Launches an Employee Performance Program." (Summer, no. 3).

Precourt, Ron; Wiggins, Ann. "The Performance Interview: A Way to Enhance Productivity." (Spring, no. 2).

Proctor, Stuart E. "ELECTION '86: No Significant Trends." (Winter, no. 1).

S

Shultz, Paul. "In the Gateway of Commerce: The Impact of Deregulation on Rural Transportation Services." *Deregulation, universal service, and common carrier ring familiar notes to members of the telecommunications industry. But they also hold special meaning for another industry critical to the economic vitality of rural America.* (Fall, no. 4).

------. "The Regulatory Dilemma: Invisible Hand or Visible Fist?" *The future of long-distance in rural America depends on the success or failure of the competitive theory.* (Winter, no. 1).

------. "Service Beyond the Telco: A Discussion with Barbara Schmidt." *The chairwoman of NTCA's new Membership Committee focuses on service, communications, and public relations.* (Summer, no. 3).

------. "Under the Big Sky." *In the rugged outback of northeastern Montana, Valley Rural Telephone Cooperative lives by the code of service and makes technology fit the customer.* (Spring, no. 2).

"Small Telcos, Their Communities, and Economic Hard Times: Managers and Directors Speak Out." (Fall, no. 4).

T

"The State of the Rural Economy: A Congressional Perspective." *Participants:* Sen. Robert Dole (R-KS); Reps. Bryon Dorgan (D-ND), Butler Derrick (D-SC), and Dick Durbin (D-IL). *Four rural advocates speak out on the economic crisis and the federal role in local development.* (Fall, no. 4).

V

Vellone, Joseph. "The Rural Telephone Bank: Financing Options for Small and Rural Telcos" in "Diversification in Borrowing: Banks to Bank On." *A review of the debate over small telco financing from the Rural Electrification Administration.* (Spring, no. 2).

Voorhis, Dan; Maguire, John C.; and Jefferson, Robert W. "Western Illinois University Delivers Economic Development to Rural Areas." (Fall, no. 4).

W

Watkins, Steven. "Utility or Futility: Do Average Schedules Have a Future?" *Recent attacks on the average schedule approach have made compensation more difficult. Proponents of perfect average schedules would do well to remember that compensation in the industry must fit an imperfect world.* (Fall. no. 4).

Weston, Bruce J.; Spratley, William A.; and Barth, Lawrence F. "Keep the Bells in Check: A Consumer Perspective on the *MFJ's* Line-of-Business Restrictions." *The Ohio Office of the Consumer's Counsel presents its views in the continuing debate on the Justice Department recommendations and the FCC's "Back to the Future" vision.* (Summer, no. 3).

Y

Young, Ingrid Karen. "New Radio Technology Could Expand Rural Horizons." *Cincinnati-based Telemaster Corp. has developed a wireless, portable system that offers direct two-way paging without using a base/repeater.* (Spring, no. 2).